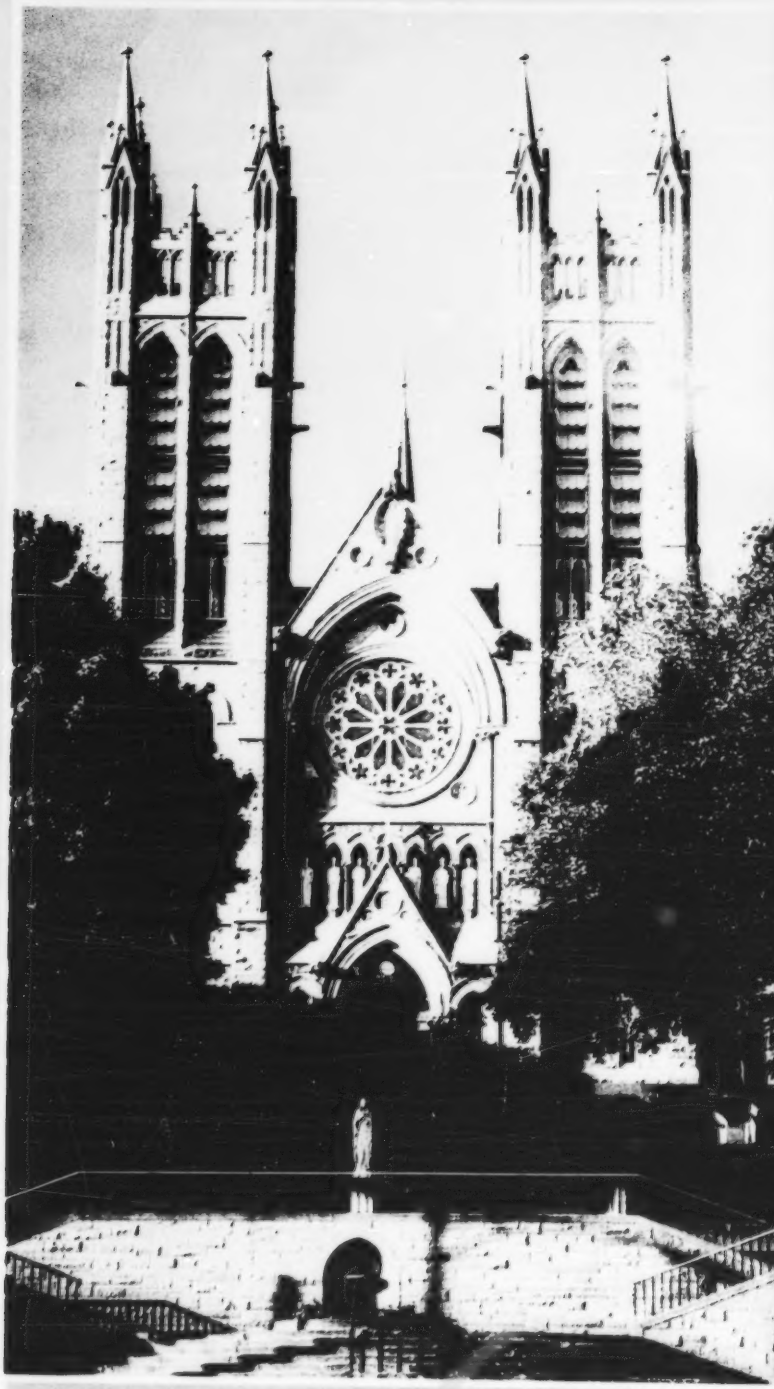
1987 ANNUAL REPORT



Economic Development Department
The Corporation of The City of Guelph

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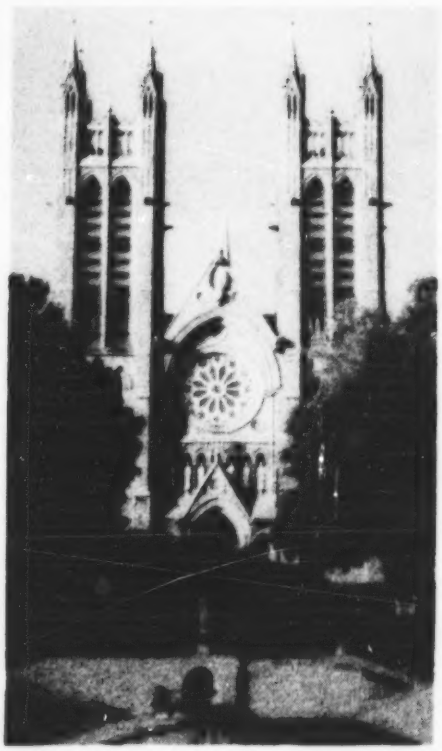

Cover Photo: **Church of Our Lady, Guelph, Ontario**

Photograph provided courtesy of Norm Jary

The Armorial Bearings and Supporters of the
CITY OF GUELPH

MAYOR:
John Counsell

ALDERMEN:
Adam Gaw
Carl Hamilton
Kenneth Hammill
Norman Jary
David Kendrick
Linda Lennon
Clara Marett
John Pate
Don Peacock
Jim Whitechurch
Joe Young

ECONOMIC DEVELOPMENT:
D. B. (Bruce) Murray
Industrial Commissioner

James Mairs
Industrial Development Officer

Donna Buck
Secretary

Jacqueline Bulger
Clerk/Receptionist

MESSAGE FROM THE MAYOR

It is a pleasure and privilege, on behalf of the Council of the City of Guelph, our Economic Development Department and our entire City staff, to send you a message in this Annual Report for the year 1987.

We are proud to be able to report a record year of growth for the Royal City. Industrial investors have shown great confidence in our community.

Guelph's expansion in 1987 was remarkable even by the growth yardsticks of the Golden Triangle — possibly the "hottest" boom development area in the nation.

As community leaders, we have continued Guelph's long-established policy of careful management and planning to ensure the best possible mix of industrial, commercial and residential development.

This has meant that the citizens of Guelph — corporate and individual — have traditionally enjoyed the best of both worlds. Guelph is a good place in which to work and do business, and a wonderful place in which to live. Guelph's desirable quality of life was recognized in a recent issue of Chatelaine Magazine which chose our City as one of the 10 best places in which to live in Canada.

We are delighted to welcome so many newcomers. Our environment has a lot going for it. We work hard at it. And the knowledgeable people who staff our Economic Development Department will be happy to respond to any inquiries which you may have about locating in our community.

John Counsell,
Mayor.

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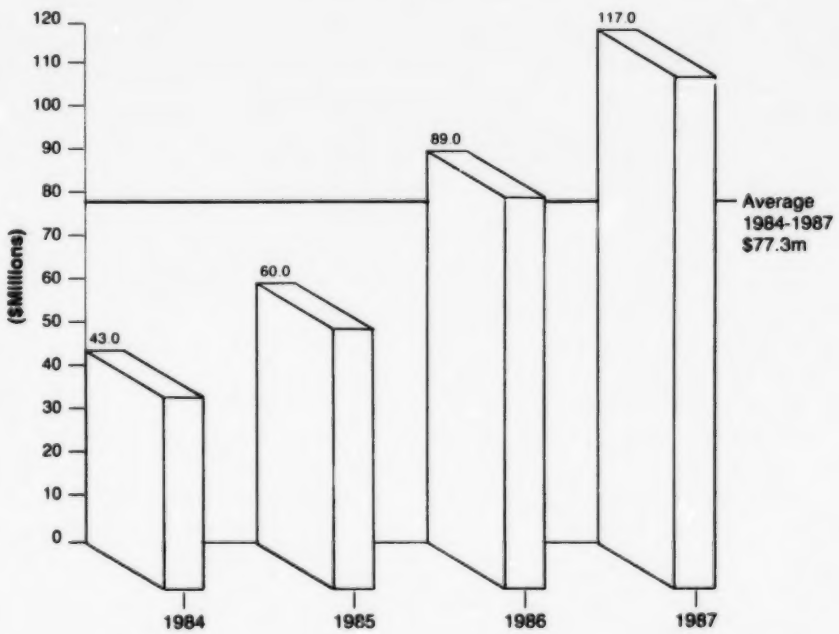
Development Summary: 1987

The year 1987 was a year in which the City of Guelph saw record growth and investment in all development sectors. This confidence in the City, on the part of individuals and business, solidly positioned the City for continued growth in the longer term.

Building permits processed in 1987 were valued at $117.0 million, an increase of $28.0 million or 31.5% over last year's record levels. Residential construction continued to lead the way with permits valued at $75.0 million, an increase of $26.0 million or 53.0% over 1986. These permits provided for more than 1100 additional dwelling units primarily in the form of new single family homes. Industrial permits processed were valued at $14.5 million, a decrease from the record $23.0 million processed in 1986, and provided for over 600,000 square feet of new industrial space. However, with the removal of one permit in 1986 (i.e., Guelph Products Plant valued at $6.5 million and covering 210,000 square feet) the 1987 values are on a comparable pace with last year. Commercial permits processed were valued at $9.1 million and provided for over 125,000 square feet of new commercial space. Institutional/Government permits processed exhibited a dramatic increase. Permits processed were valued at $18.6 million, a value $14.2 million or 323.0% higher than in 1986.

Value of Total Building Permits Issued: 1984 - 1987
($Millions)



Twenty new industries located here in 1987 and taken together, employ 642 persons and occupy 472,485 square feet of industrial space. The largest new industry to locate here was Glengarry Industries. Glengarry occupied the former Rockwell Plant on Massey Road to manufacture electrical components for stoves, hot water tanks and dishwashers. They employ 260 persons. The other 19 new industries produce a diversity of products.

Some of the existing local companies to expand into new facilities in 1987 include Bird Packaging Limited, Tri-City Uniform, Wellington Environmental Consultants, Wellington Plumbing and Heating, J. D. Furniture, Oosterveld Heating and Air Conditioning, V. Mance Manufacturing, Howell Steel Ltd., Steno Electric and H. N. Tool. Magna International expanded its new Unimatic stamping plant. In addition, expansions by local industry, at their present sites, accounted for $3.5 million of the total industrial permits issued and created 145,000 square feet of new industrial space.

Ninety-six existing industries increased their employment levels in 1987, providing 1,053 new jobs. Thirty existing industries ceased operations in 1987, resulting in the loss of 350 jobs and vacating 329,800 square feet of industrial space. Thirty-one existing industries reduced their employment levels, resulting in the loss of 498 jobs. In total, however, Guelph's industrial employment picture continued to improve with a total of 847 net new jobs created. Unemployment levels in the industrial sector in Guelph, and all sectors in general, remained one of the lowest in the country.

Commercial construction maintained a comparable pace with 1986 levels. The largest commercial project was the construction of a new Sobey's Food Store and associated Food Village Plaza valued at almost $2.0 million. Institutional construction, as mentioned, increased dramatically. The increase was primarily due to a $9.0 million expansion to the Homewood Sanitarium and new facilities and renovations at the University of Guelph.

Despite the large increase in residential development activity over the past two years, the assessment balance between the residential/farm and industrial/commercial sectors has remained stable in 1987 at 63.9% and 36.1% respectively. When translated into taxes, residential/farm accounted for 61.4% of the total taxes and industrial/ commercial at 38.6%.

Sales of City-owned industrial lands in 1987 was 65.3 acres. These sales, to twenty-one purchasers, generated sales revenues of over $3.0 million. The largest sale was 22.0 acres to Guelph Hydro for temporary storage uses and for the construction of a new service centre including maintenance, warehousing and/or operations and administration facilities. The City completed its purchase of the remaining 164 acres of private lands in the Hanlon Business Park and finalized new Business Park Zonings in the Hanlon and York-Watson Industrial Parks.

The Department continued to promote the City of Guelph as a business location through an active marketing programme which included print advertisements in selected business publications, production of information materials, participation in trade shows and investment seminars and direct personal contact with prospects.

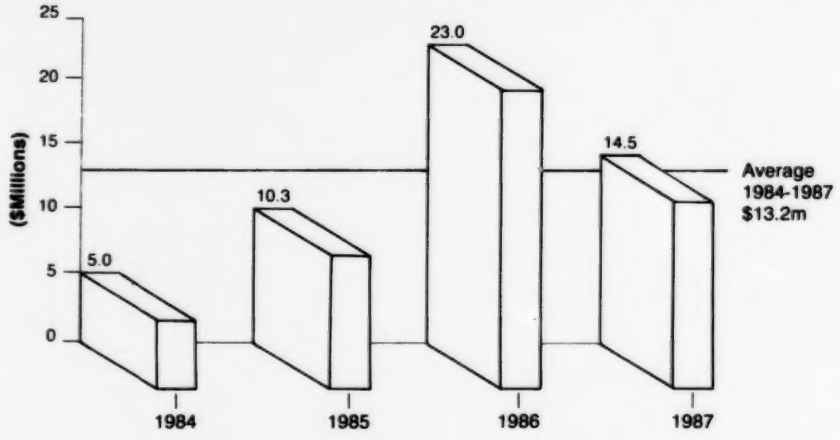
Thank you is due to Mayor John Counsell, members of City Council and the City Administration for their active support of our Department. Appreciation is also extended to Dr. Bill Winegard, MP for Wellington and Mr. Rick Ferraro, MPP for Wellington South and to the representatives of the offices of the Federal Department of Regional Industrial Expansion and the Ontario Ministry of Industry, Trade and Technology for their assistance on the City's behalf. We also thank the Guelph Chamber of Commerce, Downtown Board of Management and the members of Guelph's industrial community for their assistance over the past year. The Economic Development Department staff are to be commended and thanked for their professional dedication in promoting the City of Guelph.

Industrial Development

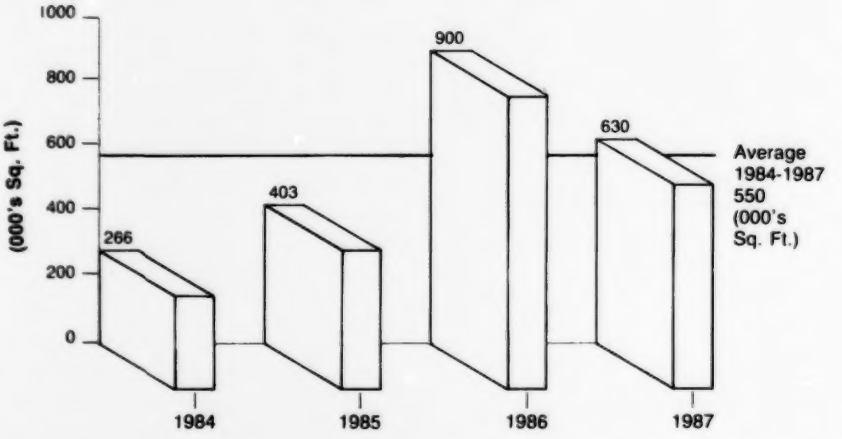
Confidence in the City of Guelph as a good place to invest and to establish a business continued throughout 1987.

Industrial building permits issued reached almost $14.5 million in value and provided for over 630,000 square feet of new additional industrial space. These values, although down from the record levels set in 1986, were still higher than the average dollar value and square footage for the past three years. In 1986, the new Guelph Products Plant accounted for $6.5 million in permit values and 210,000 square feet of space. As a result, and with the removal of this one permit, the 1987 industrial permits issued were on a comparable pace with 1986.

Value of Industrial Building Permits: 1984 - 1987
($Millions)



Industrial Building Permits: 1984 - 1987
(000's Sq. Ft.)



New construction accounted for $11.0 million or 75.9% of the total value of permits issued and provided 487,310 square feet of industrial space. Existing building additions and renovations accounted for $3.5 million or 24.1% of the total value of permits issued and provided 144,477 square feet of industrial space.

MANDEL SCIENTIFIC COMPANY

BIRD PACKAGING LTD.

UNIMATIC

Twenty new industries located in the City during 1987. These new industries provided for an additional 642 new jobs and occupied more than 470,000 square feet of industrial space. Two of the larger new industries to locate here were (a complete list of the new industries appears below):

- Glengarry Industries occupied the former Rockwell Plant on Massey Road which closed last year. Glengarry manufacture electrical components for stoves, hot water tanks and dishwashers. They employ 260 persons.
- Unimatic, a Magna International facility, completed its building on the 110 acre Magna campus. When fully operational, the new stamping and fabricating facility will employ in excess of 100 persons.

During the year, thirty existing industries expanded their operations. Two of the larger expansions in the City were:

- Bird Packaging Limited, a manufacturer of corrugated containers, began construction of a new 44,000 square foot plant in the Hanlon Business Park with a permit value of $1.1 million. Bird Packaging employ 55 persons.
- Bev Hatch Industries Limited added close to 28,000 square feet to its existing facility with a permit value of $342,000. This company manufactures cafeteria equipment and food service systems and employ 27 persons.

Other local companies to expand in 1987 include National Standard Company of Canada Limited, Oskam Welding Machine Limited, Wellington Plumbing and Heating, Howell Steel Ltd., Steno Electric, J. D. Furniture Manufacturing Inc., Oosterveld Heating and Air Conditioning, Tricorp Chemical Specialities, Tri-City Uniform, V. Mance Mfg. Limited, Wellington Environmental Consultants, H. N. Tool Co., Foseco Canada Inc., Valcom Ltd., Guelph Tool & Die Ltd., Lewis Tool & Die Limited and Hanlie Carton & Printing Limited.

Thirty industries ceased operation in 1987, either through closure or relocation, and thirty-one plants reduced their employment levels. These reductions and closures provided for the loss of 848 jobs and idled 329,800 square feet of industrial space. A complete list of the industrial closures appears below.

Despite these losses, the overall employment picture in Guelph continued to improve. A total of 847 net new jobs were created in the industrial area. Of the total new jobs created, 37.8% were provided by new industry and 62.2% by existing industry expansions. Of the total jobs lost, 41.3% were provided by closure or relocation and 58.7% by existing industry reductions. Unemployment levels in the City, in most industry sectors, remained one of the lowest in the country.

Industrial Employment: City of Guelph 1985 - 1987

	No. of Companies			No. of Jobs (Added/Lost)		
	1985	1986	1987	1985	1986	1987
New Industrial Plants	10	21	20	91	762	642
Existing Plant Expansions	94	89	96	1,042	886	1,053
Sub-Totals	104	110	116	1,133	1,648	1,695
Industrial Plant Closures	8	18	30	147	208	350
Existing Plant Reductions	22	40	31	198	554	498
Sub-Totals	30	58	61	345	762	848
Net New Jobs	N/A	N/A	N/A	788	886	847

Even with the record level of residential activity in the City, it is important to note that the ratio of assessment between residential and commercial/industrial remained the same in 1987. Of the total 1987 assessment, residential and farm assessment accounted for 63.9% and commercial/industrial 36.1%. In tax dollars, residential and farm taxes accounted for $14.9 million or 61.6% of the total tax revenue, while commercial/industrial taxes accounted for $9.4 million or 38.4% of the total.

Assessment Values: City of Guelph 1986 and 1987

	Assessment Value – $Millions		% of Total	
Category	1986	1987	1986	1987
Residential Property Assessment	360.5	386.2	63.7	63.7
Farm Property Assessment	0.7	0.7	0.2	0.2
Comm./Ind. Property Assessment	139.8	149.5	24.7	24.7
Comm./Ind. Business Assessment	64.5	69.0	11.4	11.4
Totals	$ 556.5	$ 605.4	100.0%	100.0%

Tax Revenues: City of Guelph 1986 and 1987

	Taxes Value – $Millions		% of Total	
Category	1986	1987	1986	1987
Residential Property Tax	13.1	14.8	60.6	60.9
Farm Property Tax	0.2	0.1	1.0	0.5
Comm./Ind. Property Tax	5.7	6.5	26.4	26.7
Comm./Ind. Business Tax	2.6	2.9	12.0	11.9
Totals	$ 21.6	$ 24.3	100.0%	100.0%

City of Guelph – New Industrial Establishments 1987

Company/Address	Product	Employees (No.)	Plant Size (Sq. Ft.)
AMF Bowling Canada Inc. – 265 Massey Road	Bowling centre equipment, computerized scoring, balls & accessories	4	N/A
Apmar Sheet Metal Inc. – 11 & 12 Woodlawn Road W.	Commercial/industrial heating, ventilation and air conditioning	8	4,000
BW Industrial Products – 465 Laird Road	Aftermarket parts and repair service for pumps	18	18,000
Buhl Automatic Inc. – 102-173 Woolwich St.	Industrial controls, automation equipment	5	1,500
Canadian Building Systems Inc. – 55 Campbell Road	Pre-engineered steel buildings	125	196,000
Canadian Corstat Industries – 670 Southgate Drive	Distribution of E.S.D. protective packaging	4	3,500
Cronin-Emery Mechanical Ltd. – 37 Regal Road	Sheet metal, commercial/residential heating and cooling service	21	2,000
First Impression Screen Print – 37 Bedford Road	Screen print of real estate signs, banners, decals, die cutting	2	850
Glengarry Industries Inc. – 41 Massey Road	Electrical elements for stoves, dishwashers, refrigerators, etc.	260	56,000
Greatario Industrial Storage Ltd. – R.R. #3	Sales and construction of glass fused to steel structures	6	600
Head/Tyrolia Sports Canada Inc. – 84 Regal Road	Distribute Alpine skis and bindings and tennis, squash and racquetball equipment	31	33,000
Justified Type – 202-173 Woolwich St.	Complete typesetting services	2	500
Kaylon Products Ltd. – 4-51 Woodlawn Road W.	Distributor of veterinary instruments, farm specialties, artificial insemination equipment	5	2,500
Metal & Mineral Products – 565 Massey Road	Flux cored welding wire and refracting products	7	3,300
Micro Tech Hearing Systems Inc. – 67-120 Malcolm Road	Manufacture of hearing aids	16	4,000
Mini-Aid Laboratories Inc. – 19-219 Silvercreek Pkwy N.	Sale of hearing aids	18	1,500
Unimatic Industries – 65 Independence Place	Automotive stampings	100	140,000
Velcon Canada Inc. – A3-650 Woodlawn Road W.	Distributor of filters	3	2,100
Wastart Limited – 5-67 Watson Road S.	Industrial waste water treatment	4	1,635
Zippy Print – 4-170 Silvercreek Pkwy N.	Offset printing and copy duplicating	3	1,500
		642	472,485

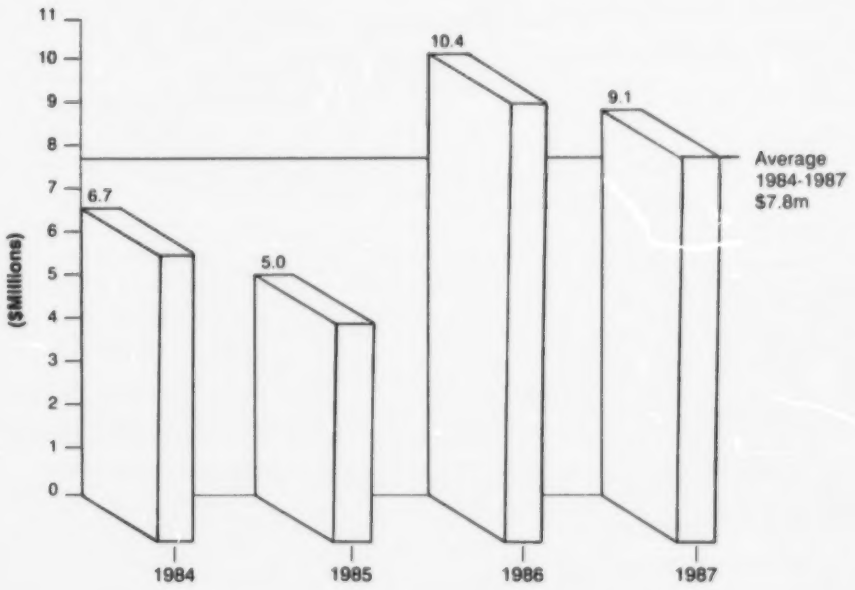
City of Guelph Industrial Closures 1987

Company	Employees (No.)	Plant Size (Sq. Ft.)
AMF Canada Limited	36	30,000
ATS/Canada	45	40,000
Arnold Farm-Vet Ltd.	12	15,000
Arnold Plastics	4	15,000
C & W Precision Machining Ltd.	4	2,100
Canadian Union Helicopters	3	7,300
Cancart Containers Inc.	8	16,000
Central Pattern Service	2	1,600
Collins & Moon Limited	4	1,000
Dominion Automotive Industries Inc.	11	45,000
Ecanco Ltd.	8	7,000
Energy World Inc.	8	3,000
Filtra, Div. of Filtronic Mfg. Ltd.	18	10,000
Instakitch Ltd.	1	500
Intertrol Corporation	6	8,000
Keleher's Foundry	2	2,400
Knolloffice Inc.	8	10,000
Kopy Print Service	1	2,000
Marblelike Products Limited	3	3,000
Medimatics Systems Ltd.	6	2,300
Mentor Resource Centre Inc.	4	2,500
Molnar Systems Group	14	7,500
Northern Tackle Co. Inc.	10	15,000
Nuway Hearing Systems Inc.	5	1,200
Rothmar Manufacturing Corp.	15	8,000
Royal Dressed Meats, Inc.	55	25,000
Ryan Mechanicals Ltd.	12	6,400
Suretech Industries Limited	18	14,000
Triple E Canada Ltd.	21	24,000
Weldface Products Limited	6	5,000
	350	329,800

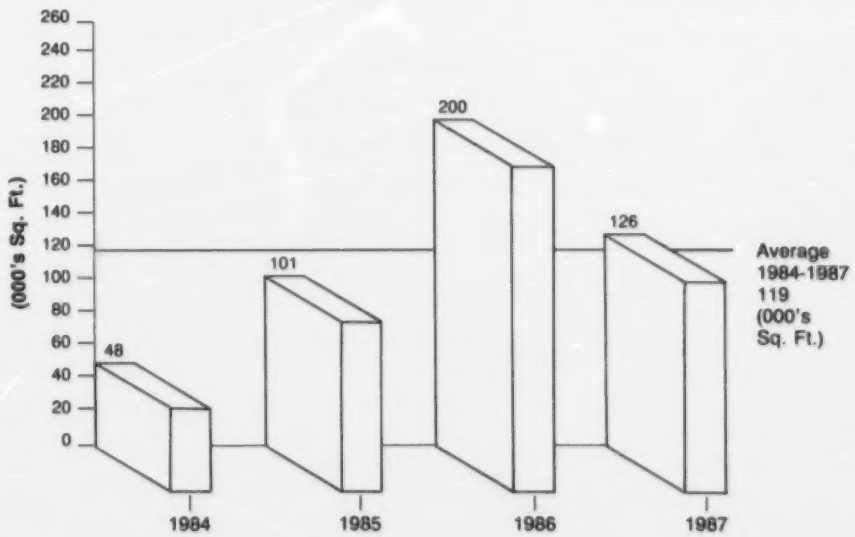
Commercial Development

Building permits were issued for the construction of 125,619 square feet of commercial space valued at $9.1 million in the City of Guelph. Even though these figures are lower than 1986, the 1987 construction values and square footage was still higher than the average values for the past three years.

Value of Commercial Building Permits: 1984 - 1987
($Million)



Commercial Building Permits: 1984 - 1987
(000's Sq. Ft.)



SOBEY'S

New commercial construction accounted for 67,265 square feet of the total construction with a total value of $2.6 million. Building additions and renovations accounted for 58,354 square feet of the total construction with a value of $6.5 million.

Some of the larger commercial projects undertaken in the City in 1987 include the following:

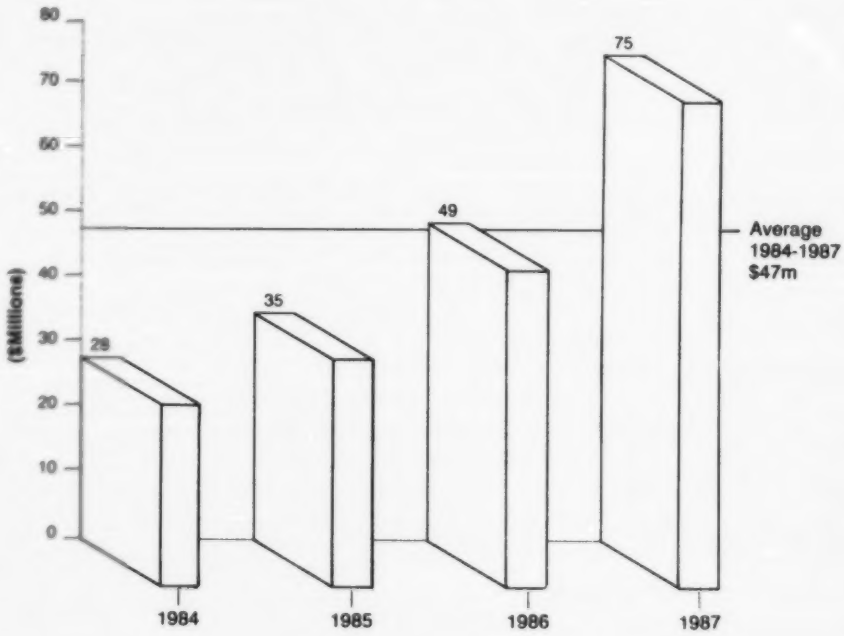
- A new Sobey's food store and accompanying food village on Silvercreek Parkway North. This complex provides 33,714 square feet of new commercial space and had a permit value of $2.0 million.
- The Bookshelf Café began construction of an addition and renovations for a theatre valued at $650,000.
- Verdone Homes completed construction of a new 26,146 square foot building occupied by Herbie's Drug Stores, with a building permit value of $500,000.
- Co-operators Insurance completed interior and exterior renovations at 148-152 Macdonell Street valued at $450,000. These renovations included the provision of a new day care facility for use by Co-operators employees.
- A 1,690 square foot addition and renovations, valued at $398,000 to the Gilbert McIntyre Funeral Home on Dublin Street North.
- Interior and exterior renovations to the Zellers store on Eramosa Road with a permit value of $250,000.
- A 22,960 square foot addition to Ryberg holdings business mall on Woodlawn Road valued at $210,000.
- Interior and exterior renovations to the College Motor Inn on Gordon Street with a permit value of $200,000.

Residential Development

Residential construction activity continued at an accelerated pace in 1987 as more and more people continued to look at the City of Guelph as a good place to live.

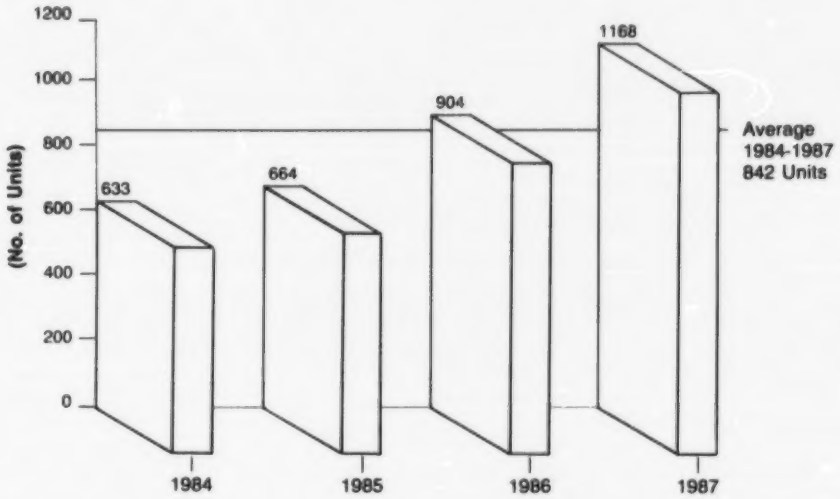
Residential building permits issued continued to lead all other building sectors in the City accounting for $74.7 million or 63.7% of the total $117.0 million building permits issued. This represents an increase in value of $25.3 million or 51.2% over the record construction levels in 1986.

Value of Residential Building Permits: 1984 - 1987
($Millions)



The new construction created an additional 1,168 dwelling units in the City, an increase of 264 dwelling units or 29.2% over 1986 levels. Single family home construction, concentrated in the southern and western sections of the City remained the most popular form of housing. A total of 788 new single family homes were created in 1987 or 67.5% of the total dwelling units created. Townhouses and apartments accounted for 352 or 30.1% of the total dwelling units created.

Dwelling Units Created: 1984 - 1987
(No. of Units)



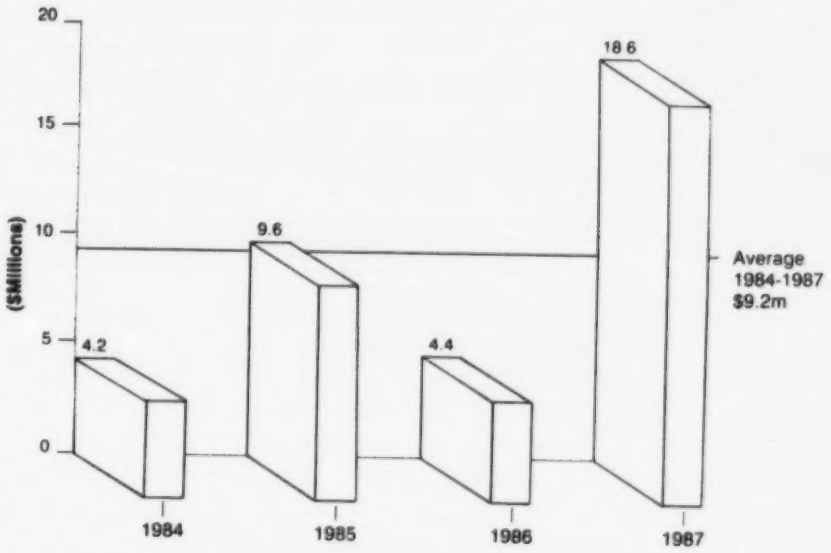
New Residential Construction by Housing Type: 1984 - 1987

Housing Type	1984	1985	1986	1987	Totals
Single Family	362	559	659	788	2,368
Semi-Detached	0	14	8	6	28
Townhouses	8	60	64	240	372
Apartments	250	0	111	112	473
Conversions	13	31	62	22	128
Totals	633	664	904	1,168	3,369

Institutional and Government Development

Building permits, issued for the construction of institutional and government projects, were valued at $18.6 million in 1987. This is an increase of $14.2 million or 323.0% over the 1986 levels, and is three times the average for the past three years.

Value of Institutional/Government Building Permits: 1984 - 1987 ($Millions)



Some of the larger institutional/government projects undertaken in the City in 1987 include the following:

- A three storey addition and renovations to the Homewood Sanitarium valued at $9.0 million. The Homewood is Canada's oldest and largest private psychiatric hospital.
- A new clinical lab at the University of Guelph's Veterinary College valued at $2.3 million.
- Addition and upgrading of the City's water pollution plant with a permit value of $2.1 million.
- Construction of a new Equine Research Centre at the University of Guelph valued at $1.9 million.
- Interior and exterior renovations to the Wellington County Court House with a permit value of $1.4 million.

Of particular note, and not included in any of the construction figures noted, was the announcement in 1987 by the Ontario Ministry of Agriculture and Food (OMAF) to relocate its entire operations to the City of Guelph. The proposed OMAF Guelph complex, to be built on a 35 acre site at the University of Guelph, is to consist of three major components — Office Buildings and Administrative Services Facility, Pesticide Residue Laboratory and Food Quality and Safety Laboratory — and all involve the relocation of 400-600 persons to Guelph. The laboratory facilities are scheduled for completion in 1990, while the office building completion is scheduled for 1991.

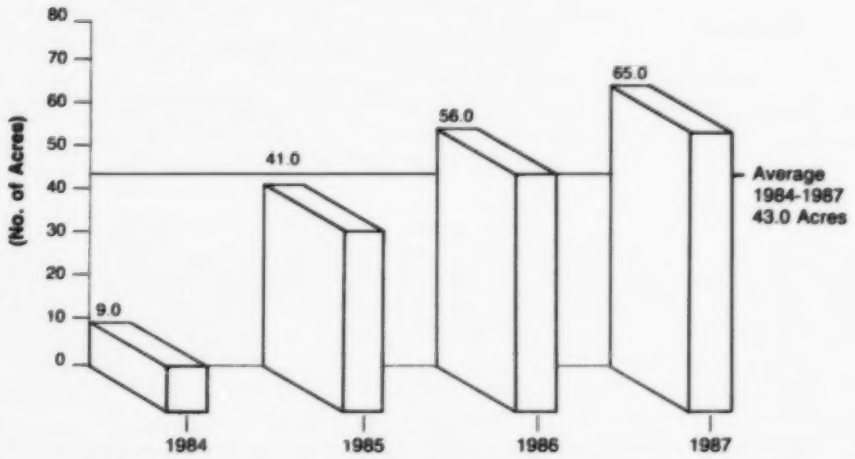
MINISTRY OF AGRICULTURE AND FOOD

Industrial Land Development

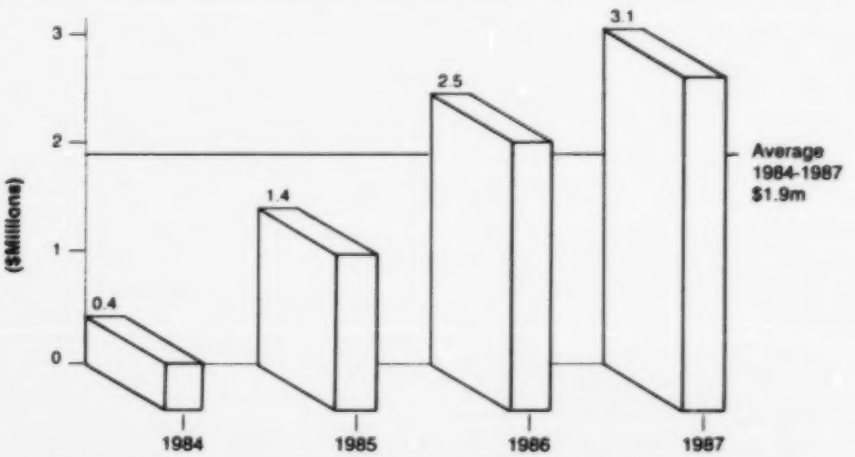
On the City's behalf, the Economic Development Department continued to manage and market the City-owned Hanlon Business Park and York-Watson Industrial Park.

City industrial land sales in 1987 totaled 65.3 acres and generated sales revenues of $3.1 million. In addition, 9.3 acres were optioned with a potential future revenue of $0.4 million. A complete list of the industrial land sales appears below.

City of Guelph Land Sales: 1984 - 1987
(No. of Acres)



City of Guelph Land Sales Revenues: 1984 - 1987
($Millions)



In Hanlon Business Park, a total of 47.7 acres were sold to ten purchasers generating sales revenues of $2.3 million. The largest sale was 22.0 acres to the Guelph Hydro for temporary indoor and outdoor storage uses, and the longer term construction of a service centre including maintenance, warehousing and/or operations and administration facilities. In York-Watson Industrial Park, 15.3 acres were sold to ten purchasers generating sales revenues of $0.8 million. All of the sales in York-Watson were less than two acres in size.

Early in 1987, the City completed its purchase of 164 acres of the remaining privately owned lands in the Hanlon Business Park. Also, new business park zonings were approved for all lands in Hanlon Business Park and York-Watson Industrial Park. Servicing and grading contracts were awarded and completed in both parks providing additional lands for sale.

Throughout the year, selling prices in both Parks were increased. At year end selling prices in Hanlon Business Park ranged from $65,000 to $70,000 per acre and in York-Watson the price was $63,000 per acre.

City of Guelph Industrial Land Sales: 1987

Park/Purchaser	Acreage Purchased	Total Purchase Price
Hanlon Business Park:		
Mandel Scientific Company Limited	3.05	$ 152,500.00
620923 Ontario Inc. (BW Industrial)	1.50	84,750.00
Guelph Hydro	22.00	913,000.00
Hana & Bisi (Canada) Co. Ltd.	1.97	106,380.00
Dettmer Tire & Auto Parts	1.03	54,075.00
Varich Buzbuzian	2.43	137,295.00
Quintan Investments (Guelph) Ltd.	5.30	219,950.00
402790 Ontario Ltd. (Ramar Contractors)	2.30	127,916.00
Wayne Forge Limited	4.47	268,200.00
Capable Transportation Services Inc.	3.63	205,095.00
Butler Polymet (Option)	4.55	204,750.00
Sub-Totals	52.23	$2,473,911.00
York-Watson Industrial Park:		
Brobis Holdings Limited (Star Mechanical)	1.00	$ 49,500.000
Guelph Industrial Disposal Ltd.	1.28	63,360.00
Marzo Glove Company Ltd.	1.00	53,500.00
693146 Ontario Limited (Trichem)	1.40	74,900.00
Northern Paving (1982) Ltd.	1.50	80,250.00
Ted-Mar Developments	1.70	90,950.00
Sloot Construction Limited	1.90	101,650.00
Rao Contracting Ltd.	2.02	116,150.00
Angelo Dameren & Brian Dameren	1.50	82,500.00
Cassandra Developments Ltd.	2.00	103,000.00
Cassandra Developments Ltd. (Option)	2.00	103,000.00
Sub-Totals	17.30	$ 918,760.00
Northwest Industrial Area:		
Linamar Machine Limited	2.30	$ 46,000.00
Linamar Machine Limited (Option)	2.78	55,580.00
Sub-Totals	5.08	$ 101,580.00
Totals	74.61	$3,494,251.00

Economic Development Activities

The major objectives of the Economic Development Department in 1987 were as follows:

1. To create and retain jobs in the industrial and commercial sectors, and
2. To expand and maintain the industrial and commercial tax bases.

To attain these objectives, the 1987 marketing programme focused on:

1. Developing a greater awareness of Guelph as a prime location for new outside investment.
2. Encouraging local expansion by maintaining a high level local profile.
3. Selling a minimum 30.0 acres of City-owned industrial lands.
4. Generally creating a positive economic environment for investment.

Day to day activities of the Department were carried out under two main program functions — Administration and Marketing. The Department operated with a full time staff of four persons, and a part time computer clerk, with a 1987 budget of $397,154.00. A 1987 Statement of Expenditure appears below.

The 1987 Marketing Programme was implemented under four operating sectors — Production, Promotion, Contact and Professional Services.

In Production, the 1986 Annual Report and 1987-88 Industrial Directory were published and distributed. For a second year, the Industrial Directory was awarded the best of category award at the Industrial Developers Association of Canada annual literature awards. New sales brochures for the Hanlon Business Park and York-Watson Industrial Park were completed.

In Promotion, the Department continued to publicize the City in selected Canadian and U.S. business publications. Trade shows in which the Department exhibited included the Site Selection '87 Show in February, National Association of Corporate Office and Real Estate Executives Show in June, Society of Industrial and Office Realtors Show in September, and the Canadian Machine Tool Show, also in September. All shows were held in Toronto. The Department assisted the City of Guelph Business Appreciation Awards Committee in organizing its second annual awards dinner and presentation to honour companies with fifty or more years of service to the community. Towards the latter part of 1987, the City of Guelph and its neighbouring cities of Cambridge, Kitchener and Waterloo announced they would market themselves as "Canada's Technology Triangle" (C.T.T.). The C.T.T. was endorsed fully by the four participating municipalities, the Region of Waterloo and received the approval and support of the Ontario Ministry of Industry, Trade and Technology. The C.T.T. will not replace individual community marketing efforts, but will develop a joint marketing programme, share investments leads, co-host foreign investors and generally work together on a daily basis for the benefit of each area.

In the Contact area, much of the out-of-town contact work, in addition to that mentioned above, involved business development trips to the U.S. The Industrial Commissioner attended a regional meeting of the Industrial Development Research Council in San Antonio, Texas in October and completed a business development trip to California in November which included attendance at the Wescon Trade Show. He also attended the annual and regional meetings of the Ontario Industrial Development Council. The Industrial Development Officer attended an investment seminar in Detroit in February, as part of his attendance at

Industrial Development Council. The Industrial Development Officer attended an investment seminar in Detroit in February, as part of his attendance at the Society of Automotive Engineers Trade Show, sponsored by the Detroit Consulate General and attended an investment seminar for electronics companies in Chicago in March, sponsored by the Chicago Consulate Office. In addition, he attended "Investing in Ontario" seminars in Chicago, Detroit and Columbus, Ohio, sponsored by the Chicago office of the Ontario Ministry of Industry, Trade and Technology. He also attended the annual meeting of the Industrial Developers Association of Canada in Montreal and the annual and regional meetings of the Ontario Industrial Development Council. At the local level, staff continued to meet with existing businesses on an individual basis to provide information on the availability of lands and buildings, advice on planning and engineering concerns related to site development, joint venture / licensing opportunities and financial assistance programs. The Industrial Commissioner continued to sit on the Industrial Committee of the Chamber of Commerce and was also selected to sit on a new Local Advisory Committee, chaired by Guelph M.P. Dr. Bill Winegard, to look at industrial training needs. The Industrial Development Officer continued as a member of the Small Business Committee at the Chamber of Commerce and the Downtown Board of Management Parking Committee. The Department also worked closely with officials at the University of Guelph, The Guelph Developers Association and the local real estate community.

In the Professional Services area, our Department retained an agent in the United States, specifically California for a 3 month period, to assist Guelph companies to explore and establish joint venture / licensing agreements, find distributors for Guelph products, provide follow-up advice to U.S. companies considering an investment in Guelph and to maintain a liaison with Federal and Provincial agencies in the California area. The City's advertising agency continued to provide readership and distribution data on business publications, reserved advertising space and provided creative execution, cost estimates and production co-ordination for our production items.

Economic Development Department Statement of Revenue and Expenditures 1987

Program Function	Amount
EXPENSES	
ADMINISTRATION:	
Salaries and Benefits	$179,512.00
Other Administrative Costs	15,718.00
TOTAL	$195,230.00
MARKETING:	
Production	$41,808.00
Contact	21,863.00
Promotion	87,670.00
Professional Services	14,967.00
TOTAL	$166,308.00
REVENUES	
Sales To Others	($4,319.00)
TOTAL	($4,319.00)
TOTAL EXPENDITURES	$357,219.00

Source: City of Guelph Treasurers Department